

# **Model Grant Proposal Format for U.S. Companies**

## **Proposal Outline**

- A. **Executive Summary (1-3 pages).** A concise summary of the proposal, including the specific objective of the feasibility study.
- B. **Project Description (3-6 pages).** A brief description and history of the project, including, among other things, host country and/or other project sponsors, sector, project location, source of raw materials, infrastructure requirements, proposed technological approach, legal and regulatory framework (licenses, permits, etc.), implementation schedule, and economic fundamentals (estimated capital cost, operating costs, interest expense, taxes, expected revenues, etc).
- C. **Project Sponsor's Capabilities and Commitment (1-2 pages).** Demonstration of the project sponsor's commitment to implementation of the project and ability to implement the project. Include a description of the project sponsor's business activities or government mandate.
- D. **Implementation Financing (2-4 pages).** A discussion of financing options for project implementation, including:
  - 1. An overall cost estimate, proposed ownership and financing structure, and schedule for project implementation; and
  - 2. Evidence that financing is available or likely to be available for the project, including a description of discussions with representatives of potential lenders and, if the project is host-country financed or guaranteed, representatives of the appropriate host country financing authority. Provide names and phone numbers of contacts, and summarize their comments.

*For projects involving U.S. equity investment, the following additional information must be provided:*

- 3. A complete set of audited financial statements from the U.S. investor for the past three years which show evidence of an operation with a solid financial structure and cash flow and a net worth sufficiently large to assure the availability of the equity required for the project; and
- 4. Evidence of a debt-equity structure for financing the project that corresponds to the requirements of the most likely source of implementation financing, or why it cannot be provided. Sources of equity should be identified, and letters of intent/commitment from investors should be provided.

In the event that any of the requested additional information or documentation is not available, you should provide an explanation of

- E. **U.S. Export Potential (1-2 pages).** A best estimate of the U.S. export potential of the project, including an estimate, by category and dollar value, of the U.S. goods and services that might be procured for project implementation and an illustrative list of potential U.S. suppliers of the goods and services for each category with contact names and telephone numbers.
- F. **Foreign Competition (1 page).** A description of the foreign competition for the goods and services likely to be procured for project implementation by category, including a discussion of U.S. industry competitiveness in each category, taking into account geographic factors, local industry capabilities, technology and licensee issues, past procurement tendencies of the project sponsor, and how the procurement is likely to be conducted.
- G. **Developmental Impact (1-2 pages).** The Contractor shall discuss the most important benefits that the project will provide to the host country. Items of primary interest to USTDA include: Infrastructure (including any positive environmental impacts), Human Capacity Building (including jobs and training), Technology Transfer and Productivity Improvements and Market-Oriented Reforms. Other host country economic development benefits such as financial revenue enhancements and others should also be mentioned where appropriate. (For more detail please refer to Guidance on USTDA Development Impact Measures at <http://www.ustda.gov/resources>).
- H. **Impact on the Environment (1 page).** A statement on the likely consequences the proposed project might have on the environment. The Terms of Reference for the feasibility study must include, at a minimum, a preliminary review of the project's impact on the environment, with reference to local requirements and those of potential lending agencies. The feasibility study should identify potential negative impacts and discuss the extent to which they can be minimized.
- I. **Impact on U.S. Labor (1 page).** A statement regarding the impact of the project on U.S. labor that addresses the legislative prohibitions on the use of Foreign Assistance funds (please refer to Annex I at <http://www.ustda.gov/resources/feasibility.html>).
- J. **Qualifications (1-2 pages).** Relevant background on the proposer or company, including audited financial statements for the past three years, and the qualifications and experience of the feasibility study team members. (Note that all team members must comply with USTDA's nationality requirements. Please refer to Annex II at <http://www.ustda.gov/resources/feasibility.html>).
- K. **Justification (1 page).** An explanation of why USTDA's funding is needed.
- L. **Terms of Reference (1-3 pages).** Detailed terms of reference and schedule for the feasibility study. The terms of reference must include, at a minimum:

1. **Purpose and objective of the study.** This section should contain a concise statement.
2. **A technical assessment.** This section should include relevant background information that is pertinent to the technology selection.
3. **An economic analysis of the project.** This section will usually include a cash flow analysis, attention to market conditions, raw material availability, supply agreements, off-take agreements, and competing alternative methods of achieving the same or similar project objectives.
4. **A financial analysis of the project.** This section should consider the availability of equity and debt financing as well as the views of potential public and private financing organizations, such as the World Bank, relevant regional multilateral development bank(s), Ex-Im and OPIC.
5. **An appropriate environmental analysis of the project.** A preliminary review of the project's anticipated impact on the environment with reference to local requirements and those of multilateral lending agencies (such as the World Bank). This review would identify potential negative impacts, discuss the extent to which they can be mitigated, and develop plans for a full environmental impact assessment if and when the project moves forward to the implementation stage. This includes the identification of steps that will need to be undertaken by the project sponsor subsequent to the study's completion and prior to project implementation.
6. **A review of regulatory issues related to the project.** This should include a discussion of any regulations that would impact the projects viability or prognosis to move forward.
7. **An analysis of key host country development impacts.** (Infrastructure, Human Capacity Building, Technology Transfer and Productivity Improvement and/or Market-Oriented Reform). These Development Impact factors are intended to provide the project's decision-makers and interested parties with a broader view of the project's potential effects on the Host Country.

The analysis shall focus on what Development Impact is likely if the project is implemented according to the study recommendations. While specific focus shall be paid to the immediate impact of the project, analysis shall include any

additional developmental benefits that may result from the project's implementation, including spin-off and demonstration effects.

Accordingly, the analysis shall be an assessment of each of the following categories with respect to the project's potential Development Impact:

(1) Infrastructure: Provide a statement on the infrastructure impact, giving a brief synopsis. For example, "The project would result in the construction of a power plant that would provide 500MW of power. This plant would serve \_\_\_\_ [number] additional households in \_\_\_\_ [area]."

(2) Market- Oriented Reform: Provide a description of any regulation, laws, or institutional changes that are recommended and the effect they would have if implemented.

(3) Human Capacity Building: Assess the number and type of local positions that would be needed to construct and operate the proposed project, as well as the number of local people who would receive training; describe such potential training program.

(4) Technology Transfer and Productivity Enhancement: Provide a description of any advanced technologies that would be utilized as a result of the project. A description of any efficiency that would be gained (e.g. "By upgrading the power plant's old boilers, efficiency will be increased from x% to y%").

(5) Other: Describe any other developmental impacts or benefits that would result from the project, for example, follow-on or replication projects, safer workplace, increased good governance or improved financial revenue flows to the Host Country.

For specific information regarding USTDA's Development Impact goals and measures, please contact the COTR at USTDA, or see the Guidance on USTDA Development Impact Measures at [www.ustda.gov/resources](http://www.ustda.gov/resources).

8. **U.S. sources of supply.** While aiming at optimum specifications and characteristics for the project, there shall be an assessment of the availability of potential U.S. sources of supply. Business name, point of contact, address, telephone, e-mail, and fax numbers shall be included for each source.

9. **An implementation plan** (anticipated next steps necessary to implement the project), and
10. **Final Report.** The FS/TA Contractor shall prepare and provide to the Grantee and to USTDA a Final Report in accordance with Clause \_\_ of Annex II of the Grant Agreement. Each of the above tasks in this Terms of Reference must be distinctly set forth in the Final Report in a substantive and comprehensive manner, and shall include all corresponding deliverables. The Final Report shall contain an executive summary. In addition to any other required deliverables in accordance with Clause \_\_\_\_ of Annex II of the Grant Agreement, the Contractor will provide both the Grantee and USTDA with 6 copies (each) of the final report on CD-ROM. The CD-ROM version of the final report will include:
- Adobe Acrobat readable copies of all documents;
  - Source files for all drawings in AutoCAD or Visio format; and
  - Source files for all documents in MS Office 2000 or later formats.

*The TOR must be designed to meet the requirements of the most likely source(s) of implementation financing. The requirements of some of the potential financing sources may be found at the following web sites:*

[www.opic.gov/finance.home.html](http://www.opic.gov/finance.home.html)  
[www.exim.gov/tools.index.html](http://www.exim.gov/tools.index.html)  
[www.ifc.org/proserv](http://www.ifc.org/proserv)  
[www.adb.org/PrivateSector/finance/default.asp](http://www.adb.org/PrivateSector/finance/default.asp)  
[www.ebrd.com/applyindex.html](http://www.ebrd.com/applyindex.html)  
[www.iadb.org](http://www.iadb.org)  
[www.afdb.org/opportunities/business\\_generic\\_proc\\_notices\\_country.htm](http://www.afdb.org/opportunities/business_generic_proc_notices_country.htm)

*The TOR must be designed to meet the requirements of the most likely source(s) of implementation financing. The requirements of some of the potential financing sources may be found at the following web sites:*

[www.opic.gov/finance.home.html](http://www.opic.gov/finance.home.html)  
[www.exim.gov/tools.index.html](http://www.exim.gov/tools.index.html)  
[www.ifc.org/proserv](http://www.ifc.org/proserv)  
[www.adb.org/PrivateSector/finance/default.asp](http://www.adb.org/PrivateSector/finance/default.asp)  
[www.ebrd.com/applyindex.html](http://www.ebrd.com/applyindex.html)  
[www.iadb.org](http://www.iadb.org)  
[www.afdb.org/opportunities/business\\_generic\\_proc\\_notices\\_country.htm](http://www.afdb.org/opportunities/business_generic_proc_notices_country.htm)

## **M. Study Budget (2-3 PAGES)**

### **Study Budget Format**

The Proposer shall provide a detailed budget that is divided into three parts: a line item budget and task breakdown (Annex III), a Task Completion Schedule (Annex IV), and a budget narrative (Annex V). All costs in the budget should be reasonable and allocable to the work being performed, and should support the study TOR. The budget should be supported with sufficient detail to enable USTDA staff or others reviewing the material to understand completely, not only the budgeted amounts, but also the methodology that justifies the budget amounts. The budget should be provided in accordance with the format in Annex III and should include:

- Labor, budgeted by position title and task for each of the positions on the study team. Positions should be identifiable, with descriptions of the positions and proposed team members included in the proposal. Person-Days should reflect the proposed number of days of work effort proposed for each position for each task. The labor cost shall be derived as set forth in Annex III. The proposed budget may not include fee or profit.
- Itemization for per diem, transportation, communications, purchased services/contracts, translation of Final Report, and other direct costs. Per diem must be based on U.S. Government rates, which are available on the State Department web site (<http://www.state.gov/m/a/als/prdm/>).

The Task Completion Schedule should list each major task to be performed in support of the study TOR. The duration of each task is to be graphically presented in a bar chart as illustrated in Annex IV.

The budget narrative should provide a detailed budget explanation and justification presenting how all costs have been derived in accordance with the sample provided in Annex V. The narrative must include an explanation for every line item. In general, each narrative statement should describe, in as much detail as possible:

- What the specific item is
- How the specific item relates to the project
- How the amount shown in the budget was arithmetically determined

## **Annex I**

### **IMPACT ON U.S. LABOR STATEMENT**

The Foreign Operations, Export Financing and Related Programs Appropriations legislation restricts U.S. foreign assistance from being used to provide: (a) any financial incentive to a business enterprise currently located in the United States for the purpose of inducing such an enterprise to relocate outside the United States if such incentive or inducement is likely to reduce the number of employees of such business enterprise in the United States because United States production is being replaced by such enterprise outside the United States; (b) assistance for any project or activity that contributes to the violation of internationally recognized workers rights; and (c) direct assistance for establishing or expanding production of any commodity for export by any country other than the United States, if the commodity is likely to be in surplus on world markets at the time the resulting productive capacity is expected to become operative and if the assistance will cause substantial injury to United States producers of the same, similar, or competing commodity.



## **Annex II**

### **USTDA Nationality Requirements**

The purpose of USTDA's nationality, source, and origin requirements is to assure the maximum practicable participation of American contractors, technology, equipment and materials in the pre-feasibility, feasibility, and implementation stages of a project.

#### **USTDA STANDARD RULE (GRANT AGREEMENT STANDARD LANGUAGE):**

Except as USTDA may otherwise agree, the following provisions shall govern the delivery of goods and services funded by USTDA under this Grant Agreement: (a) for professional services, the Contractor must be either a U.S. firm or U.S. consultant; (b) the Contractor may use U.S. subcontractors without limitation, but the use of subcontractors from host country may not exceed twenty percent (20%) of the USTDA Grant amount and may only be used for specific services from the Terms of Reference identified in the subcontract; (c) employees of U.S. Contractor or U.S. subcontractor firms responsible for professional services shall be U.S. citizens or non-U.S. citizens lawfully admitted for permanent residence in the U.S.; (d) goods purchased for implementation of the Study and associated delivery services (e.g., international transportation and insurance) must have their nationality, source and origin in the United States; and (e) goods and services incidental to Study support (e.g., lodging, food, and transportation) in host country are not subject to the above restrictions. USTDA will make available further details concerning these standards of eligibility upon request.

#### **NATIONALITY:**

##### **1. Rule**

Except as USTDA may otherwise agree, the Contractor for USTDA funded activities must be either a U.S. firm or a U.S. consultant. Prime contractors may utilize U.S. subcontractors, but the use of host country subcontractors is limited to 20% of the USTDA grant amount.

##### **2. Application**

Accordingly, only a U.S. firm or U.S. consultant may submit proposals on USTDA-funded activities. Although those proposals may include subcontracting arrangements with host country firms or individuals for up to 20% of the USTDA grant amount, they may not include subcontracts with third country entities. U.S. firms submitting proposals must ensure that the professional services funded by the USTDA grant, to the extent not subcontracted to host country entities, are supplied by employees of the firm or employees of U.S. subcontractor firms who are U.S. individuals.

Interested U.S. firms and consultants who submit proposals must meet USTDA nationality requirements as of the due date for the submission of proposals and, if selected, must continue to meet such requirements throughout the duration of the USTDA-financed activity. These nationality provisions apply to whatever portion of the Terms of Reference is funded with the USTDA grant.

##### **3. Definitions**

A "U.S. individual" is (a) a U.S. citizen, or (b) a non-U.S. citizen lawfully admitted for permanent residence in the U.S. (a green card holder).

A "U.S. consultant" is (a) a U.S. citizen whose principal place of business is in the United States, or (b) a non-U.S. citizen lawfully admitted for permanent residence in the U.S. (a green card holder) whose principal place of business is in the U.S.

A "U.S. firm" is a privately owned firm which is incorporated in the U.S., with its principal place of business in the U.S., and which is either (a) more than 50% owned by U.S. individuals, or (b) has been incorporated in the U.S. for more than three (3) years prior to the issuance date of the request for proposals; has performed similar services in the U.S. for that three (3) year period; employs U.S. citizens in more than half of its permanent full-time positions in the U.S.; and has the existing capability in the U.S. to perform

the work in question.

A partnership, organized in the U.S. with its principal place of business in the U.S., may also qualify as a "U.S. firm" as would a joint venture organized or incorporated in the United States consisting entirely of U.S. firms and/or U.S. individuals.

A nonprofit organization, such as an educational institution, foundation, or association may also qualify as a "U.S. firm" if it is incorporated in the United States and managed by a governing body, a majority of whose members are U.S. individuals.

## **SOURCE AND ORIGIN:**

### **1. Rule**

In addition to the nationality requirement stated above, any goods (e.g., equipment and materials) and services related to their shipment (e.g., international transportation and insurance) funded under the USA Grant Agreement must have their source and origin in the United States, unless USTDA otherwise agrees. However, necessary purchases of goods and project support services which, are unavailable from a U.S. source (e.g., local food, housing and transportation) are eligible without specific USTDA approval.

### **2. Application**

Accordingly, the prime contractor must be able to demonstrate that all goods and services purchased in the host country to carry out the Terms of Reference for a USTDA Grant Agreement that were not of U.S. source and origin were unavailable in the United States.

### **3. Definitions**

"Source" means the country from which shipment is made.

"Origin" means the place of production, through manufacturing, assembly or otherwise.

*Questions regarding these nationality, source and origin requirements may be addressed to the USTDA Office of General Counsel by calling (703) 875-4357.*

### Annex III

#### **Required Budget Format for Grant Proposals from U.S. Companies**

##### **DIRECT LABOR COSTS:**

<b><u>TOR Task</u></b>	<b><u>TOR Task Name</u></b>	<b><u>Primary Contractor (Employee) Labor</u></b>
		<b><u>Total Person Days x Daily Rate* = TOTAL COST</u></b>
I	Task _____ (Position A)	_____
	(Position B)	_____
	<b>TOTALS:</b>	_____
<b><u>TOR Task</u></b>	<b><u>TOR Task Name</u></b>	<b><u>Non-Employee Labor</u></b>
		<b><u>Total Person Days x Daily Rate ** = TOTAL COST</u></b>
I	Task _____ (Position A)	_____
	(Position B)	_____
	<b>TOTALS:</b>	_____
	<b>TOTAL DIRECT LABOR COSTS:</b>	_____

##### **OTHER DIRECT COSTS:**

<b><u>Purchased Services/Contracts***</u></b>	<b><u>Tasks</u></b>	<b><u>TOTAL COST</u></b>
_____	_____	_____
_____	_____	_____
<b><u>Travel</u></b>	<b><u>Trips</u></b>	<b><u>Trip Cost</u></b>
International Air Travel	_____	_____
In Country Air Travel	_____	_____
Ground Transportation	_____	_____
	<b><u>Trip Days</u></b>	<b><u>Per Diem Rate</u></b>
Per Diem	_____	_____
Other (local travel, etc.)	_____	_____
Interpreters	_____	_____
<b><u>Other</u></b>		<b><u>TOTAL COST</u></b>
Reproduction and Binding		_____
Courier Services		_____
Visa Services		_____
Communication		_____
<b>TOTAL OTHER DIRECT COSTS:</b>		_____
<b>TOTAL COSTS (DIRECT LABOR COSTS + OTHER DIRECT COSTS):</b>		_____
<b>TOTAL U.S. COMPANY COST SHARE:</b>		_____
<b>PROPOSED USTDA GRANT:</b>		_____

\* Primary Contractor (Employee) Labor Costs = Salary + Overhead + Benefits (no fee or profit).

\*\* Non-Employee Labor Cost = Salary + Overhead + Benefits + Reasonable Fee or Profit.

\*\*\* Purchased Services/ Contracts may include engineering drawings, lab work, surveys, translation, etc., which would not be included in Non-Employee Labor Cost above.

## Guidance on USTDA Development Impact Measures

USTDA has a dual mission of promoting US exports and advancing economic development in the host country. USTDA would like to re-emphasize the Agency's developmental mandate. Toward this goal, the Agency is collecting more detailed information regarding the impact of its activities on the economic development of the host country.

### What does USTDA mean by Development Impact?

USTDA's activities impact host country economic development in a variety of ways. There are four primary categories that are tracked and measured. However, the Agency recognizes that there are additional ways that activities can benefit the host country. Therefore, study contractors are encouraged to address any significant benefits.

Category	Explanation
<b>Infrastructure</b>	USTDA funds feasibility studies of and technical assistance for many critically important infrastructure projects such as power plants, roads, ports, airports, telecommunications systems, water and sewerage systems or environmental improvements or enhancements, as well as projects such as refineries and manufacturing plants. Implementation of these projects contributes to the improvement and security of the physical, financial and social infrastructure of the developing world.
<b>Market-Oriented Reform</b>	Many USTDA activities have as a primary objective the facilitation of market-oriented reforms in developing countries. These reforms include encouraging more transparent regulatory systems and institutions, privatization of state-owned economic entities, promotion of greater competition in non-competitive economic sectors, lowering of non-tariff barriers to trade, strengthening of intellectual property rights and modernizing international trade systems and regulations.
<b>Human Capacity Building</b>	When implemented, the Agency's projects often create new job opportunities, sustain employment for those in jeopardy of losing jobs and/or offer advanced training to upgrade the capability of the work force. USTDA considers a project to have Human Capacity Building impact if ten or more jobs are created and/or ten or more people receive significant training.
<b>Technology Transfer and Productivity Improvement</b>	The Agency's projects result in the introduction of advanced technologies (e.g. management information systems or process technologies) or licenses that improve processes and/or systems, resulting in greater economic productivity or more efficient use of resources.
<b>Other</b>	Other development benefits not captured by the above four categories - examples include enhanced government revenue, increased good governance or spin-off projects.

## How Should the TOR of the FS/TA Address Development Impact?

The TOR should include a task that assesses the expected development benefits of the proposed project. For example:

The FS/TA Contractor shall report on the potential Development Impact of the project in the host country. In this section, the FS/TA Contractor should focus on what the economic development outcomes will be if the project is implemented according to the study recommendations. While specific focus should be paid to the immediate impact of the specific project that is being considered, the FS/TA contractor should include, where appropriate, any additional developmental benefits to the project, including spin-off and demonstration effects. The analysis of potential benefits of the feasibility study contractor should be as concrete and detailed as possible. The Development Impact factors are intended to provide the project's decision-makers and interested parties with a broader view of the project's potential effects on the host country. The FS/TA contractor will provide estimates of the project's potential benefits in the following areas:

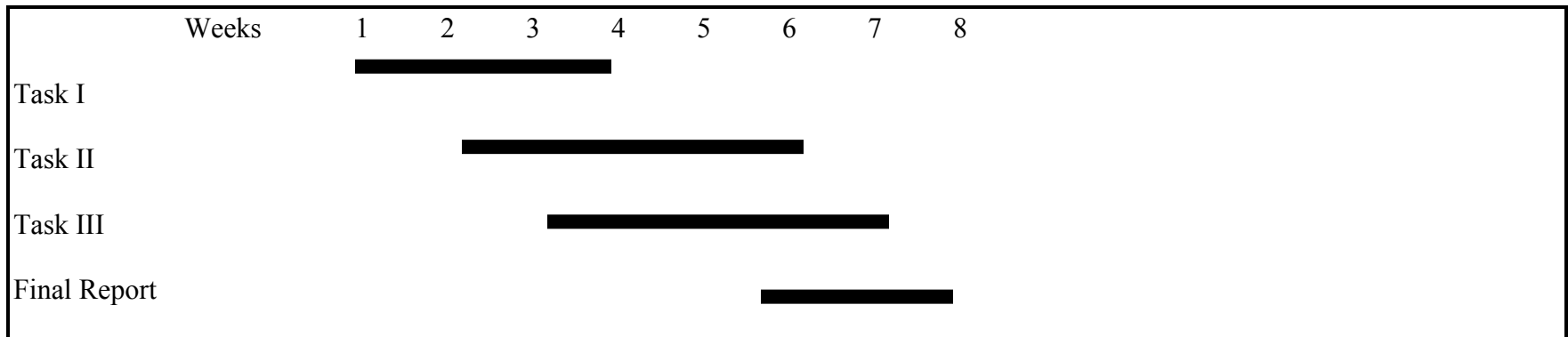
- **Infrastructure:** a statement on the infrastructure impact giving a brief synopsis. For example "This project would result in the construction of a power plant that would provide 500MW of power. This plant would serve x additional households in the region."
- **Market-Oriented Reform:** a description of any regulation, laws, or institutional changes that are recommended and the effect they would have if implemented.
- **Human Capacity Building:** The Contractor should address the number and type of positions that would be needed to construct and operate the proposed project as well as the number of people who will receive training and a brief description of the training program.
- **Technology Transfer and Productivity Enhancement:** a description of any advanced technologies that will be implemented as a result of the project. A description of any efficiency that will be gained (e.g. "By upgrading the power plant's old boilers, efficiency will be increased from x% to y%").
- **Other:** any other developmental benefits to the project, including any spin-off or demonstration effects.

## How Will This Affect the Final Report For the FS or TA?

- A section in the final report will be devoted to the projected host country Development Impact of the FS or TA recommendations if they are implemented. The section should focus primarily on the key issues mentioned above (infrastructure and industrialization, human capacity building, technology transfer and productivity, and market oriented reform). Other host country development impacts (e.g. improved financial revenue flows to host government etc.) can be mentioned where appropriate. The discussion should be as detailed and concrete as possible, and the contractor may provide estimates in ranges as appropriate.

## **Annex IV**

### **Task Completion Schedule**



### **Instructions**

List each major task to be performed. The duration of each task is to be graphically represented. For example, in the illustrative schedule, Task 1 is to begin in Week 1 and end in Week 4. Preparation of the Final Report begins in Week 6 and is completed in Week 8.



**Annex V****BUDGET NARRATIVE REQUIREMENTS****DIRECT COSTS**

**Direct Labor** - Only salaries and wages for employees of the proposing organization should be identified here. Provide the job title; the names of the individuals, if known; the experience and training that describes the individual's capabilities for the project and supports the proposed daily rate; and an explanation of how the individual will support the Terms of Reference. For each, provide the mathematics for how the loaded rate was developed.

**Examples:**

**Project Manager/Senior Engineer** - This individual will provide necessary guidance and support to the project to ensure successful completion of the System Design and oversee the completion of the Terms of Reference. The proposed individual has 15 years experience managing telecommunications projects. It is estimated that 130 days will be required at a daily rate of \$1455. The rate was calculated with a base salary of \$776 a day and includes a fringe benefit rate of 25% and an overhead rate of 50%.

**Junior Engineer** - This individual will work with the Senior Engineer to develop the system design and provide documentation for the feasibility study. It is estimated that 75 days will be required at a daily rate of \$728 a day. The rate was calculated with a base salary of \$388 a day and includes a fringe benefit rate of 25% and an overhead rate of 50%.

**Other Direct Labor** - Consultants and other Non-Employee Labor should be identified here. Provide the job title; names of the individuals, if known; primary organization affiliation, if applicable; experience and training that describes the individual's capabilities for the project and supports the proposed daily rate; and a justification of how the individual will support the Terms of Reference. For each, provide the mathematics for how the loaded rate was developed.

**Example:**

**Independent Consultant** - This individual will develop questionnaires and surveys to gather data from local participants and officials for the marketing plan. The individual will have experience developing and administering questionnaires and knowledge of the host country. It is estimated that 30 days will be required at a daily rate of \$577 a day. The rate was calculated with a base



salary of \$300 a day and includes a fringe benefit rate of 30% and an overhead rate of 45%. A small profit/fee may be added, if justified.

## **OTHER DIRECT COSTS**

### **Purchased Services/Contracts –**

For each purchased service or contract, include a clear description of the work to be performed as it relates to the Terms of Reference and a separate detailed budget for each. If the contractor or vendor is known, provide a basis for selection.

#### **Examples:**

Translation Services – A translation service provider will be hired to translate the final report. It is estimated that 1000 pages will be translated at \$1.00 a page. The budget estimate is based on actual costs to translate similar documents in the past.

ABC Marketing, Inc. – This contractor was selected because they have 10 years experience developing marketing plans with significant experience in the host country. ABC Marketing will develop the marketing plan utilizing the data collected from questionnaires and surveys. Attached is ABC Marketing's detailed budget of \$15,324.

### **Domestic and Foreign Travel**

Include the destination and its relationship to the project and the Terms of Reference. Itemized costs must be included for each trip.

#### **Examples:**

The Project Manager/Senior Engineer and the Junior Engineer will travel to the host country for the Kick-Off Meeting and two subsequent trips for System Design Work. The Independent Consultant will travel to the host country for the Kick-Off Meeting and two subsequent trips for collection of data for the Marketing Plan.

One Kick-Off Meeting to be attended by the Project Manager/Senior Engineer, Junior Engineer, and Independent Consultant

Roundtrip Airfare (Economy Class): \$2,973/per Trip X 3 People = \$8,919

Per Diem: \$182 X 10 days X 3 People = \$5,460

Local Transportation: \$250/trip X 9 Trips = \$2,250

Transportation to/from Airport: \$100/Trip X 4 Trips = \$200

Two System Design Trips (10 days each) for the Project Manager/Senior Engineer and Junior Engineer

Roundtrip Airfare (Economy Class):  $\$2,973 \times 2 \text{ Trips} \times 2 \text{ People} = \$11,892$

Per Diem:  $\$182 \times 2 \text{ Trips} \times 10 \text{ days} \times 2 \text{ people} = \$7,280$

Local Transportation:  $\$250/\text{trip} \times 18 \text{ Trips} = \$4,500$

Transportation to/from Airport:  $\$100/\text{trip} \times 4 \text{ trips} = \$200$

Two Data Gathering Trips for the Marketing Plan (10 days each) for the Project Manager/Senior Engineer and Independent Consultant

Roundtrip Airfare (Economy Class):  $\$2,973 \times 2 \text{ Trips} \times 2 \text{ People} = \$11,892$

Per Diem:  $\$182 \times 2 \text{ Trips} \times 10 \text{ days} \times 2 \text{ people} = \$7,280$

Local Transportation:  $\$250/\text{trip} \times 18 \text{ Trips} = \$4,500$

Transportation to/from Airport:  $\$100/\text{trip} \times 2 \text{ trips} = \$200$

### **Other Expenses**

Other expenses may include such items as reproduction, publishing costs, and telephone calls. Provide a detailed explanation for each as to how it relates to the Terms of Reference and include calculations on how the numbers have been derived.

#### Example:

Reproduction of the Final Report – Eight copies of the final report will be reproduced and bound in accordance with the final report specifications provided by USTDA.

Reproduction:  $1000 \text{ Pages} \times \$0.10/\text{per Copy} \times 8 \text{ Copies} = \$800$

Binding and Final Report Specifications:  $\$20/\text{per Copy} \times 8 \text{ Copies} = \$160$